2016 Defense Intelligence Human Capital Summit

Minimum Qualifications: Shifting the Perception from Necessary Evil to Useful Tool

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Associate Directorate for Human Resources (ADHR)

Agenda

This session will cover:

- The "What" and "Why" of Minimum Qualifications (MQs);

- NSA's Benchmark-Driven Development Process; and

- Benefits, Issues, and Challenges Associated With Using MQs.

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Minimum Qualifications: Definition

MQs are:

The lowest level of **education** and **experience** that must be met in order for an applicant to be considered for a position (i.e., to move forward in the selection process)

MQs are not:

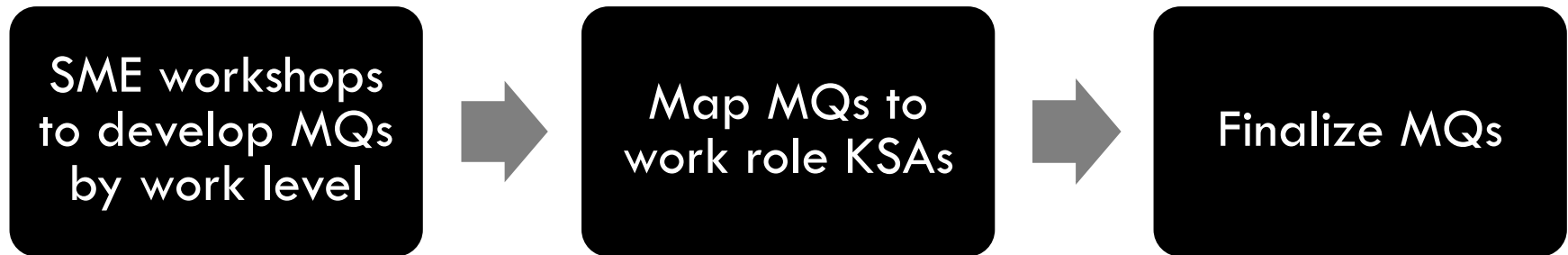Indicators of successful performers

Why Are They Important?

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Provides fairness and legal defensibility

Helps to narrow the applicant pool

Meets requirement in DCIPS Employment & Placement Policy, Vol 2005

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Prior MQ Development Process

SME workshops to develop MQs by work level → Map MQs to work role KSAs → Finalize MQs

Data Sources:

SME Judgment
Job analysis data (critical tasks and KSs to help guide "relevant experience")
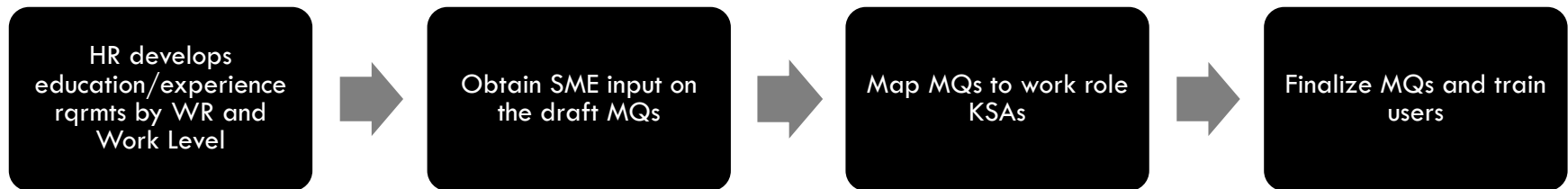
Lack of "Gold Standard" Approach

- **Very limited research available on developing MQs**

- **Most literature focuses on validation efforts**

- **Bottom line: Focus on what's best and most useful for your organization, as long as it is legally defensible.**

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New MQ Development Process

HR develops education/experience rqrmts by WR and Work Level	→	Obtain SME input on the draft MQs	→	Map MQs to work role KSAs	→	Finalize MQs and train users

Data Sources:

Job analysis data (critical tasks and KSs to help guide "relevant experience")
Prior WR MQs
External benchmarks (e.g., salary survey level guides, gov't and private sector sources)
HR Professional Judgment
SME Judgment

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Summary

Change to Process
- Original: SME-driven; SME workshops w/HR facilitation
- New: HR-driven, with SME review at the end; incorporate review of external benchmarks, such as salary survey level information

Change to Product
- Original: MQs by work role/work level
- New: MQs by work role/ work level (and possibly grade); focus on consistency

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Sample MQ

Work Role	Instructional Designer
Work Level	Entry/Developmental
Education	Bachelors/0 years of experience. HS or GED/4 years of experience or Associates/2 years of experience may be considered. Degree must be in Instructional Design, Training and Development, Education, Human Resources, or related (e.g., Educational or I-O Psychology, Instructional or Education Technology).
Experience	Experience must be in instructional systems design (ISD), learning technologies (e.g., e-learning and technology-based tools), and/or adult learning (e.g., training and teaching).

Why are MQs Important?

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Provides fairness and legal defensibility

Helps to narrow the applicant pool (when used as an initial screen)

Meets requirement in DCIPS Employment & Placement Policy, Vol 2005

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Deciphering MQs

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| Work Role & Job Posting: Does the work match? | • **No?** Reach back to hiring manager for clarification.
• **Yes?** Review candidate against the MQs. |

| MQs: Education & Experience | • What are the education requirements?
• Can experience be substituted for OR combined with education to meet the MQs?
• What experience is required? |

| Review Process | • Determine if the applicant meets the education requirements.
• May need to review transcript &/or research degree program.
• Determine if the applicant meets the experience requirements.
• Review ISR and Profile |

Common Issues with MQs

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Related Degrees

Relevant Experience

Customer Expectations

Questions